Government of Saskatchewan

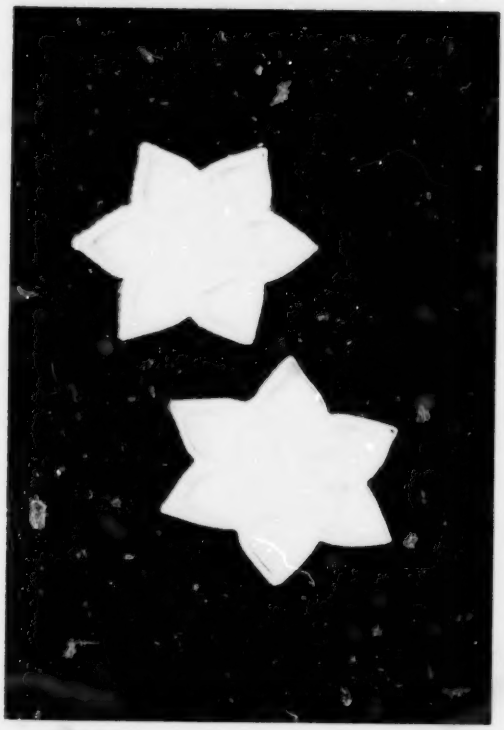
Annual Report 1989-90

Saskatchewan Public Service Commission

91-04108/

A Long Service Recognition Program was re-introduced.

In addition to a pin, honoured employees had their choice of a Government of Saskatchewan watch, ring or art.



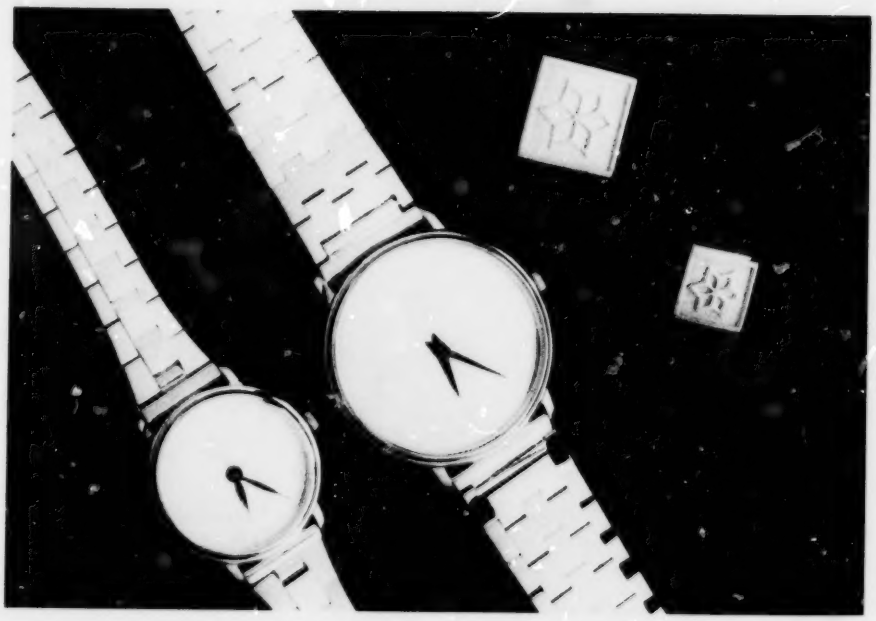


Table of Contents

Letters of Transmittal	2
1989-1990 Year-at-a-Glance	3
Introduction to the Public Service Commission	4
Executive Structure	6
Employment Services Division	8
Staff Development Division	10
Classification Division	12
Employee Relations and Compensation Division	14
Administrative and Information Services Division	17

Recycled Paper

Letters of Transmittal

February 11, 1991

The Honourable Sylvia Fedoruk
Lieutenant Governor of Saskatchewan
Government House
Regina, Saskatchewan

Dear Madam:

In accordance with subsection two of section six of **The Public Service Act**, I have the honour to submit the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1990.

Respectfully submitted,

Beattie Martin

Beattie Martin
Minister Responsible for the
Saskatchewan Public Service Commission

February 11, 1991

The Honourable Beattie Martin
Minister Responsible for the Saskatchewan Public Service Commission
Legislative Building
Regina, Saskatchewan

Dear Sir:

It gives me great pleasure to submit herewith the report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 1990.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work of the staff of the Public Service Commission.

Yours sincerely,

J McPhail

John D. McPhail
Chairman
Saskatchewan Public Service Commission

1989-1990 Year-at-a-Glance

- Honoured 190 Government of Saskatchewan employees for 25 and 35 years service at a Long Service Recognition Banquet in the fall of 1989.
- Introduced a new performance management process for the public service which enables employees and supervisors to work together to establish objectives and involves supervisors in coaching progress and recognizing success - Coaching For Results.
- Achieved one of the top eight out of 57 entries across Canada and all levels of government for the 1990 Institute of Public Administration of Canada (IPAC) "Award for Innovative Management" for "Serving People First" which involves conducting workshops to enable participants to enhance their customer service and to solve systemic barriers to effective client service.

Achieved the IPAC "Award for Innovative Management" for "Serving People First"

- For the first time, a common graduation ceremony was held in October to honour 115 graduates from six different certificate programs offered by the Public Service Commission.
- Implemented the Staff Development Information System (SDIS) to enable on-line registrations for staff development courses.
- Enhanced the use of direct sourcing as a recruitment tool to attract candidates to Saskatchewan.
- Attended an increased number of career fairs offered at high schools, universities, colleges and world job fairs.
- Developed and distributed a new Staffing Handbook for use by all staffing consultants.
- Expanded employment outreach activities directed toward employment equity candidates including participation in the Saskatchewan Indian Federation Employment Conference and the Aboriginal Women's Employment Conference.
- Continued to offer complete access to advertised vacancies through the Careers Bulletin in Braille and the Telecommunication Device for the Deaf (TDD) Line for the hearing and speech impaired.
- Expanded the Employee Assistance Program (EAP) using existing resources to employees working in northern communities.

Using existing resources, the Employee Assistance Program was expanded to Northern Saskatchewan.

- Completed computerization of the classification log which enables the Public Service Commission to provide immediate information to departments on costs, turn-around times, outstanding and completed requests and monthly trends.
- Introduced an organization charting system to departments which allows for the downloading of up-to-date position information from the Commission's Human Resource System. This system was successfully implemented in the PSC.
- Enhanced central support services through the implementation of a Local Area Network (LAN) which offers word processing, spread sheet and electronic mail applications; automation of the accounts payable system and the introduction of desktop publishing.

Employees throughout the PSC were introduced to the benefits of the latest technology as a Local Area Network (LAN) was introduced.

- Implemented the new Personnel, Attendance and Leave System (PALS) in four pilot departments (including the PSC) and commenced plans for full implementation in the fall of 1990.

Introduction to the PSC

Mission: Leadership and Service in Human Resource Management

The Saskatchewan Public Service Commission operates under authority of **The Public Service Act**, serving as the central human resource agency for the public service. In fulfilling its mission the Commission provides the following services:

- Recruitment for and staffing of all permanent positions within the classified service.
- Central co-ordination of all non-permanent staffing.
- Classification of all public service positions.
- Development and administration of classification and compensation plans.
- Negotiation and administration of collective bargaining agreements.
- Provision of advice on human resource issues to departments and agencies in the public service.
- Staff development and consulting services including the latest award winning innovation "Serving People First".
- Maintenance and provision of human resource information regarding public service employees.
- Development and communication of human resource policies and procedures within the public service.

Five individuals are appointed by the government to be members of the Public Service Commission (Council).

John McPhail is Chairman of the Commission and chief executive officer of the government's central human resource agency. The other members of the Commission are:

Isabelle Butters, General Manager of the Weyburn Co-operative and former Mayor of Weyburn;

William Fyles, Former Chairman and Secretary of the Public Service Commission;

Harold Hoffman, President of the Service Employees International Union (SEIU) Local 333, President of the SEIU Prairie Regional Council and Vice President of the Canadian Central and Western Conference of the SEIU; and

Roland Muir, Director of Research Services, University of Saskatchewan.

The five Commissioners represent the public interest in the ongoing process of improving human resource management and administration within the public service.

During 1989-90, the Commissioners met 10 times and reviewed 5 out-of-scope classification, demotion and dismissal appeals.

PSC Commissioners and Executive Committee

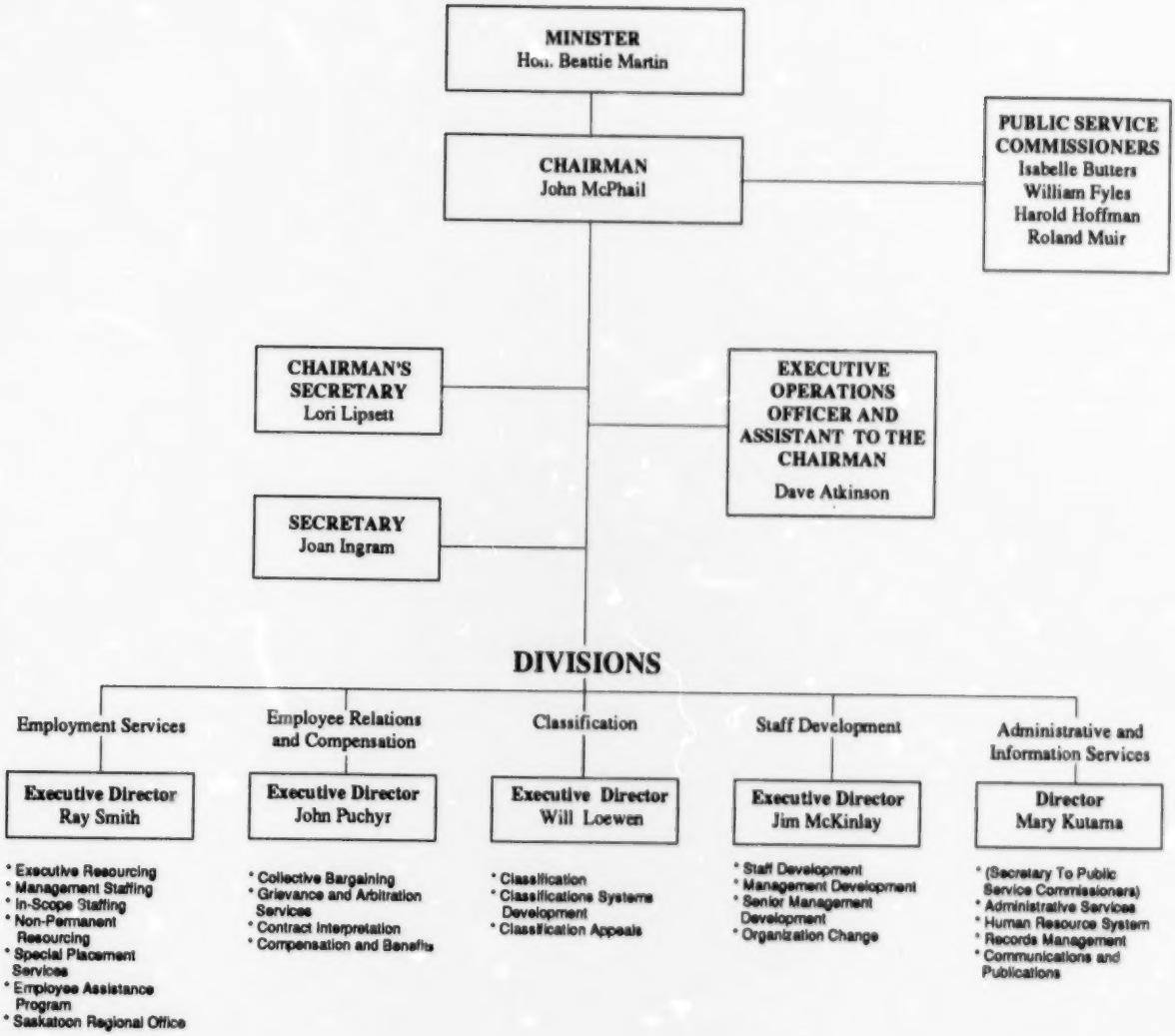
PSC Commissioners
(from left to right)

Harold Hoffman
Roland Muir
Isabelle Butters
John McPhail
William Fyles

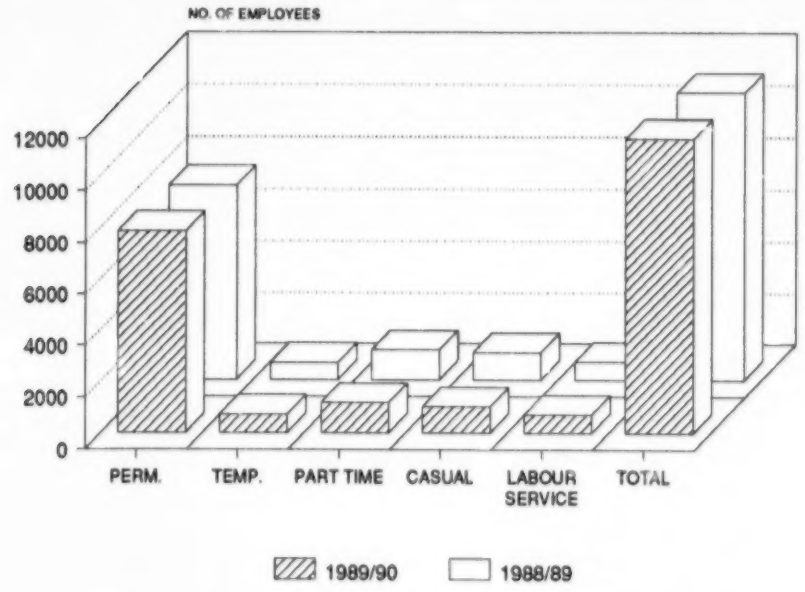
PSC Executive Committee
(from left to right)

Dave Atkinson
Jim McKinlay
John McPhail
Ray Smith
Mary Kutarna
Will Loewen

PSC Executive Structure

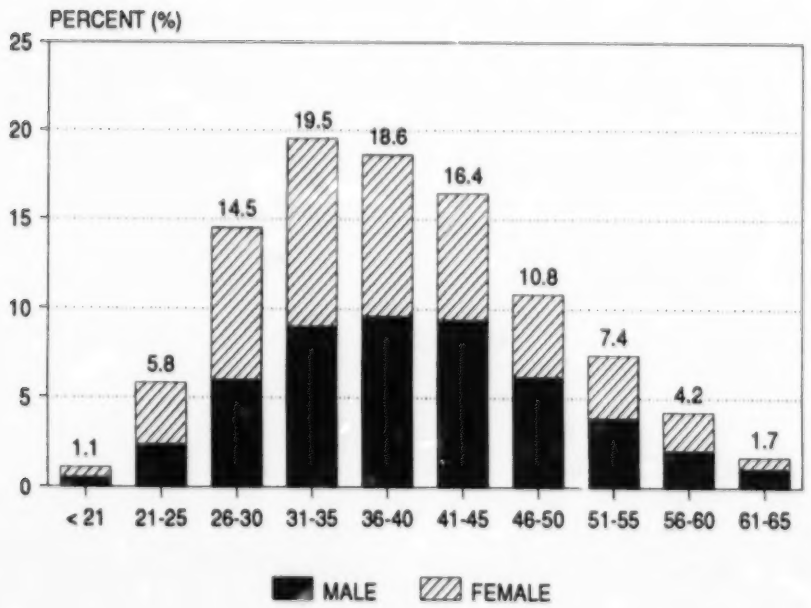


SASKATCHEWAN GOVERNMENT EMPLOYEE COUNTS



ANALYSIS BY AGE

PERMANENT AND NON-PERMANENT EMPLOYEES



Employment Services Division

Mandate: To Recruit and Select the Best Candidates

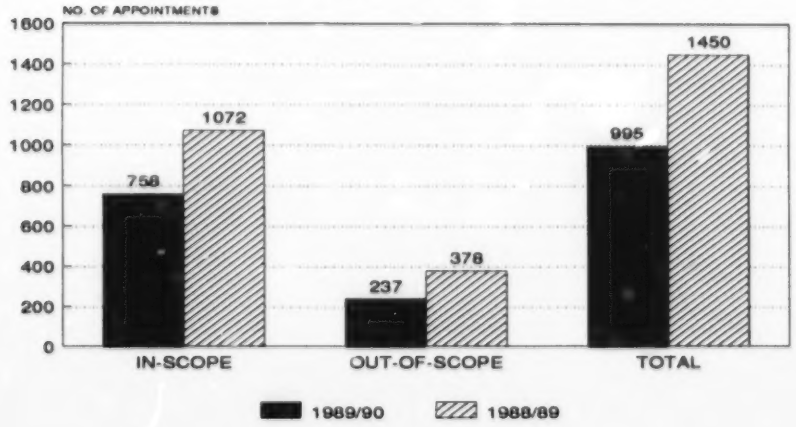
The Division is responsible for managing recruitment, selection and related human resource functions for the Saskatchewan public service. Through its branches in Regina and Saskatoon, the Division provides professional services to government departments and agencies and the Saskatchewan public. Leadership in the area of employment fairness was a major focus this year as the Division continued discussions and program development for the Employment Fairness program. Outreach activities directed towards employment fairness candidates included participation in the Saskatchewan Indian Federation Employment Conference and the Aboriginal Women's Employment Conference. Continued efforts to ensure complete access to advertised vacancies included publishing Saskatchewan Careers in braille and providing audio cassettes of the bulletin, and operating a hearing and speech impaired TDD line. Public accessibility to career counselling and resumé writing continued to be a major service focus this past year.

The **In-Scope Staffing Branch** coupled strong staffing activity with a major focus on the recruitment of scarce health care professionals. Activities included representation at health care career fairs and the development of creative recruitment strategies. The Branch successfully participated in the re-deployment of employees from the Northern Farms and continued to provide employment counselling services to individuals, as well as skill building in resumé writing, interview methods and job search techniques.

Management Staffing implemented creative advertising and sourcing strategies to effectively deal with the increasing competition for skilled talent and to provide career opportunities within the province. Regular contacts were made with universities in the province and across the country to ensure that the Saskatchewan public service attracted highly qualified individuals. Vacancy management procedures were developed to assist departments in controlling costs and meeting budget requirements. The Branch also conducted research designed to refine and improve interview and selection techniques used by human resource consultants in the Division.

Executive Resourcing was active in recruiting several Permanent Head positions and provided assistance to Crown corporations in the selection of senior executives. The career profile system continued to be a valuable tool for identifying individuals for assignments within the public service.

TOTAL PERMANENT APPOINTMENTS



Saskatoon Regional Office delivered a wide variety of programs to clients and the public in central and northern Saskatchewan. Recruitment, selection, classification, employee relations, EAP and employment counselling services were provided in a number of urban and rural locations. The regional model continued to be an effective and cost-efficient method of ensuring wide access to employment opportunities.

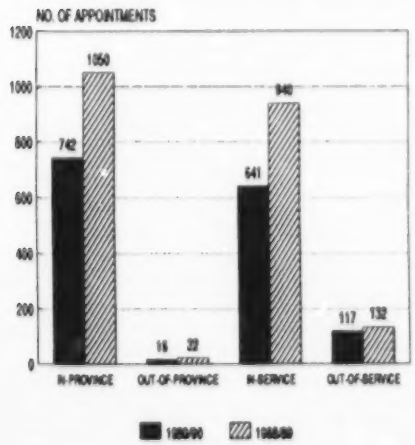
Employment Services is committed to assisting the government in reaching its employment equity targets.

The Government of Saskatchewan's **Employee Assistance Program (EAP)** is a confidential, voluntary and professional counselling and referral service. It is intended for employees whose personal, outside of work problems, are causing, or about to cause, unsatisfactory performance on the job. Examples of such problems are emotional and substance abuse disorders or family problems where specialized assessment and intervention resources are not available in the workplace. During the 1989-90 fiscal year, the program's front-line services were expanded, using existing resources to employees working in northern communities. Consultations provided to departments as well as both employee and supervisory initiated referrals approached 300. A Letter of Understanding was signed with the Saskatchewan Government Employees' Union to establish a joint union-management Employee Assistance Program. The Public Service Commission also entered into an agreement with the Saskatchewan Housing Corporation to provide Employee Assistance Program services to designated employees of the Corporation.

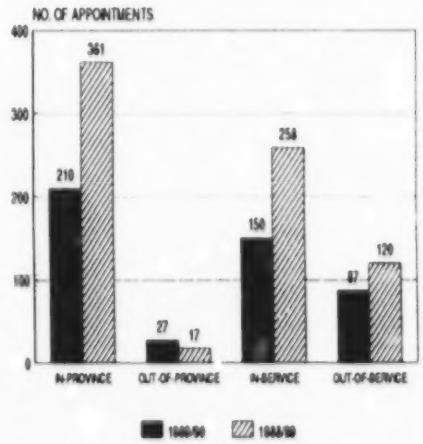
The **Special Placement Services Unit** monitored vacancies throughout the public service and ensured that candidates eligible for re-employment were provided with priority placement rights. The Unit also administered the Student Co-op Program and the Quebec-Saskatchewan Exchange Program. In 1989-90, 77 students from the University of Regina and Palliser Campus of the Saskatchewan Institute of Applied Science and Technology participated in the Co-op Program. Ten university students from Quebec worked in various departments for the summer while 10 students from Saskatchewan spent the summer working in Quebec.

The **Non-Permanent Resourcing Unit** receives employment applications, reviews educational qualifications and work experience factors and refers resumés of qualified applicants to departments throughout government for temporary, part-time and summer student jobs.

IN-SCOPE PERMANENT APPOINTMENTS



OUT-OF-SCOPE PERMANENT APPOINTMENTS



Staff Development Division

Mandate: Empowering Employees through Learning

The Staff Development Division provides developmental opportunities to public service employees. The Division is divided into three units, each with a specific function.

The **Management Development Unit** fosters managerial leadership in the public service by providing seminars and conferences for managers.

Based on a needs assessment, a new **Executive Exchange Program** was introduced for all senior managers. Four sessions were held, including a session by Premier Grant Devine on "Future Directions: Strategy and Vision".

Two **New Ideas Programs** were held during the year. Jim Kouzes delivered "The Leadership Challenge" and in the spring, Robert Schaffer conducted a session on "The Breakthrough Strategy."

Two **Assessment Centres** were held during the year to provide feedback to 12 employees on their managerial strengths and weaknesses.

The **Organizational Change Unit** pursues change to produce results by consulting with government departments. The most frequent topics for consulting services were: team building, service management, strategic planning, operational planning, performance management and organizational development, including mission statement definition.

A new program, **Coaching For Results**, was implemented throughout the public service for out-of-scope employees. Seminars to introduce the program were held for departments commencing with an executive session, followed by sessions for staff.

The **consulting project** on **service management** was selected as one of eight finalists out of 57 entries across Canada for the 1990 Institute of Public Administration of Canada (IPAC) "Award for Innovative Management" sponsored by Coopers and Lybrand.

The **"Serving People First"** project, as it is known, involves conducting workshops to enable participants to enhance their customer service and to solve systemic barriers to effective client service. 160 "Serving People First" seminars were conducted for 16 government departments and agencies.

The **Staff Development Unit** enhances the job performance of employees, by providing developmental opportunities through seminars and conferences.

The **Staff Development Information System (SDIS)** was successfully introduced to enable on-line registrations for staff development events. Work began on redesigning the application procedure for events so participants would be able to register, through their staff development co-ordinators, for courses on a first-come, first-served basis.

The **Staff Development Council**, consisting of government staff development co-ordinators, met three times during the year. The Council redefined its mission to focus on "Networking for Staff Development". As an in-service program, an Internal Consulting skills workshop was delivered for the co-ordinators, as well as for division staff.

The Division completed a **service evaluation** by conducting focus group interviews with Staff Development Co-ordinators and Human Resource Directors and individual interviews with Deputy Ministers. Evaluations were also completed on general seminars, the French Language Program and the Administrative Development Program.

"Be a Winner-It's Your Choice" was the theme for the annual conference for administrative support staff. Over one hundred employees attended. Speakers included John McPhail, Chairman of the Public Service Commission and Jim McKinlay, Executive Director of Staff Development.

French Language classes continued to be offered on a semester-basis. As a new component of the French Language Program, three persons were sent to a two-week immersion program in Quebec.

A pilot **Employee Wellness Program** was conducted with four departments, involving 172 participants. Results from the project showed that improving employee wellness on a voluntary basis has significant benefits for reducing absenteeism and improving staff morale. As a result, the Public Service Commission will be offering an ongoing course on "Winning Lifestyles".

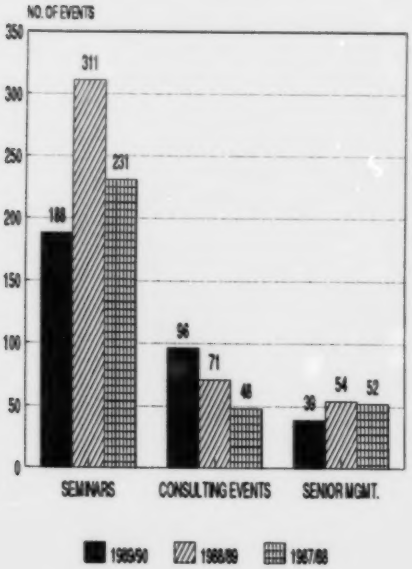
Three **Orientation booklets** were produced for new employees of the Saskatchewan public service and were distributed to departments for their Orientation programs.

During the year, 41 education leaves totalling $435,338 and 399 tuition and book reimbursements totalling $107,758 were granted.

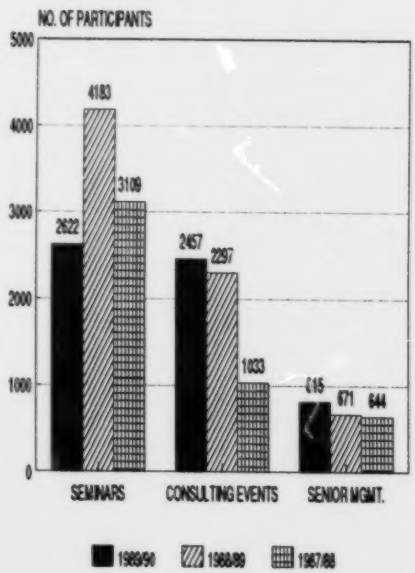
Certificate programs offered by the Division continued to respond well to the needs of their respective target groups. A common graduation ceremony was held in October, 1989 to honour the graduates from several of these certificate programs.

Staff Development provided more than 4000 hours of instruction to Saskatchewan public service employees.

STAFF DEVELOPMENT EVENTS



STAFF DEVELOPMENT - PARTICIPANTS



Classification Division

Mandate: Determine Job Worth by Developing and Applying Classification Standards

The mandate of the Division is to determine job worth by developing and applying classification standards. Its goal is to provide fair and equitable treatment for all employees. To carry out this mandate, the Division has two work units based on daily operations and class plan development.

The **Operations Unit** is responsible for day to day classification reviews, appeals, and challenges.

A. Reviews

Department management or a permanent employee, may request a classification review of a position whose duties have changed. The review involves interviewing the employee and supervisor, reviewing the job description, organizational structure and other affected positions. Duties are analyzed relative to established criteria and the classification decision and rationale are communicated to the employee. Classification advice relating to organizational change is also provided.

All new and vacant positions are reviewed for appropriate classification prior to advertising and staffing.

Labour Service Classification reviews are delegated to user departments subject to Classification Division approval. The Classification Division handles any resultant appeals.

Labour Service temporary performance to non-designated Labour Service classes are reviewed and approved by the Classification Division prior to assignment of duties.

B. Appeals and Challenges

Permanent employees may appeal a classification decision. Appeal boards hear presentations from employees and classification analysts before rendering a final and binding decision.

More senior employees may challenge upward classifications of unionized workers in the same work unit. They must establish, to the satisfaction of the Union and the Classification analyst, that their promotional opportunities were unjustly curtailed. Disputes are referred to the appeal boards.

C. Other Initiatives

The computerization of the classification log was completed, enabling the Division to provide immediate information to departments on turn-around time, outstanding and completed requests. Monthly outputs show trends and enable the Division to identify problem areas and adjust workloads accordingly.

Classification training for human resource professionals was attended by 15 new personnel officers, 6 of whom participated in an advanced program involving actual reviews and reports. A training module for middle managers was offered on 2 occasions and was attended by approximately 30 people.

The **Plan Development Unit** is responsible for developing and maintaining classification systems. There are three major classification systems in the Saskatchewan Public Service:

- The Management and Professional system (applying to out-of-scope managers and professionals)
- The Management Support Group system (applying to out-of-scope support staff)
- The In-scope Classification system (applying to all in-scope and labour service employees)

The three systems fall under two general types: point-rating and class and grade. The Management and Professional and Management Support Group systems are point-rating systems in which all positions are evaluated against a common set of factors for which there are assigned points. The in-scope system, which is a class and grade system works by matching a position's duties to job specifications for each type of occupation. There are about 440 such specifications.

The classification systems were developed and implemented at different stages. Thus the process of maintaining and developing new systems to replace outdated ones is continuous. This process is continuous because classification systems are critical to achieving three primary goals:

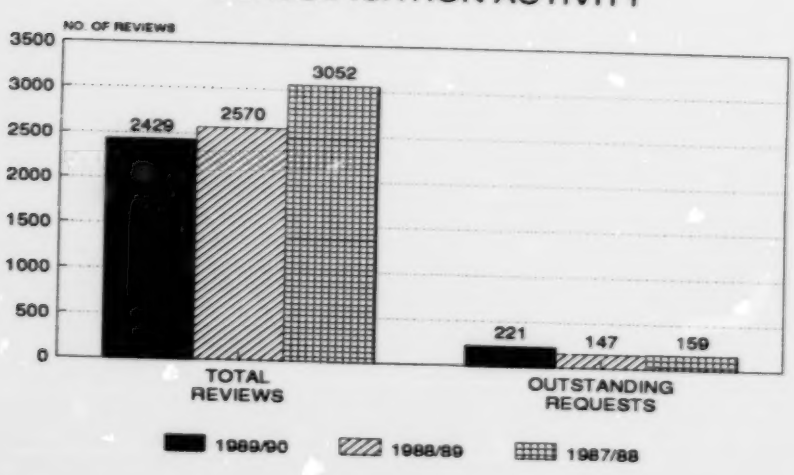
- To establish a base for the determination of fair, competitive wages.
- To facilitate recruitment and retention of qualified staff.
- To accommodate the introduction of new work, organizational changes and technological advances.

The Division developed a computerized model capable of detailed costing of classification initiatives. In the longer term, this will save significant consulting costs and enable more accurate cost estimates relating to proposed changes in the classification system.

The classification log is now computerized.

Client departments have access to information on the status of requests and for the first time receive regular monthly reports showing outstanding and completed reviews as well as the cost of each transaction.

CLASSIFICATION ACTIVITY



Employee Relations and Compensation Division

Mandate: Represent Management Effectively in Employee Relations

The Employee Relations and Compensation Division, through its two branches, provides comprehensive labour relations, compensation research and administration services to the government. The Division negotiates two collective agreements covering approximately 10 thousand employees appointed pursuant to **The Public Service Act** and provides a similar service to those agencies of government that are responsible for appointing their own employees, but which do not have a collective bargaining service.

The **Employee Relations Branch** provides an ongoing advisory and consultative service to the human resource community in government including: interpretation of collective agreements, grievances and arbitration, discipline and discharge issues, occupational health and safety advice, joint labour management consultation and management labour relations training.

The Branch represented the Saskatchewan Legal Aid Commission in the successful re-negotiation of its collective agreement with the Canadian Union of Public Employees (CUPE). The Branch has also served as spokesperson for the Saskatchewan Council of Regional Colleges in their negotiations of its two collective agreements and has significantly reduced outstanding issues at those tables.

The Branch has achieved a letter of understanding with the SGEU to establish a joint union/management Employee Assistance Program. This objective had been previously pursued by the parties for several years. The parties are now attempting to reach agreement on the details of program content.

A letter of understanding was signed with SGEU establishing an Employee Fairness Program in the public service. This program will provide enhanced employment opportunities for women, persons of native ancestry, as well as persons with physical disabilities. This agreement incorporates provisions allowing disabled public servants, who have undergone rehabilitation, enhanced re-employment opportunities.

The Branch was successful in concluding a letter of understanding with CUPE Local 600 to adjust ward nurses' rates within mental health facilities in the Province. The adjustment was intended to assist in the recruitment and retention of ward nurses.

The Branch has expanded its use of computer technology to more effectively carry out its responsibilities. By way of illustration, the capacity now exists to review the status of all grievances, past and present, as to their status and resolution. As well, all letters of understanding between the employer and its unions are now contained in a database making such letters more readily accessible. Finally, work is in progress to create a database that could enable its employer to know the extent of accidents and injuries throughout the public service. The methodology has attracted inquiries from other jurisdictions.

The **Compensation Branch** administers the out-of-scope (management) compensation plan and advises departmental human resource branches with respect to compensation issues arising from two collective agreements. The Branch provides the research required for all levels of collective bargaining, development and maintenance of the classification system and administration of the out-of-scope pay plans.

Out-of-scope employees received a structural salary adjustment. In addition, performance pay guidelines were approved in October 1989, retroactive to April 1, 1989 for employees in the Management and Professional and the Management Support Group classifications. Employees with fully satisfactory performance ratings were eligible for performance increases.

The Branch conducted a comprehensive salary survey to support a major review of the government's in-scope classification system, which had been undertaken by the Classification Division in the Commission. This survey was in addition to the regular pay and benefit surveys that are conducted on an ongoing basis.

The Division provides on-going advisory and consultative service to the human resource community.

GRIEVANCES		
	1989/90	1988/89
Received	160	180
Resolved	177	181
To arbitration	50	66
Outstanding	301	318

UNCLASSIFIED AND EXCLUDED SERVICES

In accordance with the provisions of Section 46(2) of **The Public Service Act**, a list of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the Act during the 1989-90 fiscal year appears below.

ORDER-IN-COUNCIL APPOINTMENTS April 1, 1989 to March 31, 1990

Department/Program	*Position Type*	*Number*
Agriculture and Food	Clerk 1	1
Education	Provincial Librarian	1
Economic Development and Tourism	Secretarial/Clerical	1
Executive Council	Secretarial/Clerical	1
Finance	Policy Analyst	16
Intergovernmental	Analyst	1
	Director Federal/Provincial Relations Division	1
	Associate Director - Capital Markets	1
Health	Nurse 1	1
	Nurse 3	2
	Clerk 1	1
Justice	Students-at- Law	5
	Crown Solicitor 2	1
	Crown Solicitor 3	1
	Crown Solicitor 4	2
	Secretarial/Clerical	2
Parks and Renewable Resources	Secretarial/Clerical	2
Public Service Commission	Secretarial/Clerical	1
Social Services	Secretarial/Clerical	1
Surface Rights Board	Secretarial/Clerical	1
Trade and Investment	Hong Kong Agent General	1
	Minneapolis Trade Commissioner	1
	TOTAL	**45**

Administrative and Information Services

Mandate: Contribute Towards Excellence in Administration and Information Services

The Administrative and Information Services Division is comprised of Executive Administration, Administrative and Financial Services, Word Processing, Communications and Information Services which together provide responsive and effective service to the Public Service Commission and other government departments.

In 1989-90, the Division undertook to streamline many processes and enhance the central support systems. Through these efficiencies the Division was able to upgrade its central word processing system to include many more functions, automate the accounts payable system, introduce desktop publishing and encourage the utilization of micro computers by managers and employees of the Public Service Commission.

Within **Executive Administration** a Long Service Recognition Program was re-introduced and in the fall, 190 employees were honoured for their long service to the Government of Saskatchewan. Honoured employees and guests received an invitation to the banquet and their choice of a Government of Saskatchewan watch, ring or art. Plans are currently underway for another Long Service Banquet to be held in the fall of 1990.

The **Administrative and Financial Services Unit** continued to provide accounting, payroll, budget, administrative and human resource services to the Commission and updated and distributed the Human Resource Manual to Human Resource professionals on a quarterly basis. Services were enhanced through the automation of the accounts payable system. Towards the aim of increased efficiency, a paper recycling project was successfully implemented, central supplies budgets decentralized and Office Co-ordinators established in each division of the PSC to be responsible for administrative tasks specific to each division.

The **Word Processing Unit** introduced a Local Area Network (LAN) which allows users the capabilities of word processing, spread sheet applications, office automation and electronic mail. Responding to a demand for a greater variety of services, the Unit also provided desktop publishing, data entry and other support services.

The use of personal computers continues to improve work unit efficiencies throughout government.

A service-wide leave and attendance system provides client departments with information on the status of their employees that can be readily accessed through the departments' micro computers.

The **Communications Unit** published four issues of the PS POST, a government newsletter distributed quarterly to all public service employees. Through the PS POST the benefits, programs and services available to government employees were communicated and individual employee and department accomplishments recognized. The Unit also published 12 issues of the HR BULLETIN, a monthly newsletter distributed to all Human Resource professionals and IN-SCOOP, an internal newsletter distributed each month to all Public Service Commission employees.

Ongoing advice and consultation were provided to PSC Divisions involved in drafting brochures, publications, producing manuals and implementing new programs and services to the PSC and other government departments. In 1989-90, through the utilization of desktop publishing and centralization of all communications projects, the Unit was able to achieve cost savings for the Commission and improve the efficiency of the publishing process.

The **Information Services Branch,** responsible for the ongoing operation and support of the personnel portion of the computerized Human Resource System (HRS) continued to work with other Commission divisions and government departments on a variety of information systems and statistical reports. Through this major government-wide computer system which integrates personnel and payroll functions, information for salary and payroll, job classification, position control, vacancy management and a wide range of statistical analysis can be provided.

A major development this year was the implementation of the HRS History sub-system which was a major step forward in providing the capability to track employee movement throughout government and for auditing and verifying salaries.

The Information Services Branch also commenced piloting the new Personnel, Attendance and Leave System (PALS) in five government departments with government-wide implementation scheduled for the fall of 1990. This system will provide the PSC and departments with the capability to collect and analyze attendance data with the result that significant cost savings can be realized and new benefit programs analyzed.

During the year, considerable cost savings were realized by reducing computer operating costs and converting systems to micro computers. By exercising fiscal responsibility the Division was able to provide more efficient services to the Commission, client-departments and the general public and will continue working towards the objective of enhanced service and efficiency in the next year.

LONG SERVICE RECOGNITION IN 1989-90

Years of Service	# of Employees Honoured
10 Years	722
25 Years	179
35 Years	11